

**Chesterfield
County**



Police Department

"First Choice Community through Excellence in Public Service"

Departmental Performance Plan FY2018-2022



Planning Today to Meet the Law Enforcement Challenges of the Future

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BLUEPRINT CHESTERFIELD

Mission Statement

Providing a First Choice community through excellence in public service

Vision Statement

To be an extraordinary and innovative community in which to live, learn, work and play

Values

Results, Innovation, Service, Ethics

Blueprint Chesterfield Goal 2: Safety and Security

Goal definition:

Partner with residents to provide a safe and secure community through prevention, readiness, and professional response

Objectives:

- 2.1 Enhance community preparedness through prevention
- 2.2 Increase safety and perception of safety
- 2.3 Reduce incidents that result in injury, death and property damage
- 2.4 Reduce the recurrence of incidents that negatively impact county resources

Countywide Public Safety Division Priorities

- 1. Recruit, develop and retain a high performing workforce
- 2. Community risk reduction
- 3. Meet critical technology needs

Police Department Priorities

- 1. Meet staffing needs
- 2. Continue highway safety efforts
- 3. Reduce the crime rate and increase the criminal case clearance rate
- 4. Enhance community outreach efforts, including social media channels
- 5. Offer enhanced training opportunities for employees
- 6. Achieve national accreditation

Animal Services Unit Priorities

- 1. Ensure that personnel continue to enforce state laws and county ordinances as they pertain to domestic animals
- 2. Maximize the number of live exits and continue to provide care and housing for animals remaining
- 3. Maintain and provide up-to-date equipment and technology to improve efficiencies in services provided

CHESTERFIELD COUNTY POLICE DEPARTMENT

Vision Statement

The Chesterfield County Police Department is committed to being a nationally recognized leader in law enforcement through hiring, training, and promoting the finest police professionals. Our department is dedicated to the use of innovative and adaptive law enforcement technology, as well as implementing effective crime prevention strategies with our community partners. We are devoted to ensuring the safety and security of our community through exceptional service.

Mission Statement

The mission of the Chesterfield County Police Department is:

- To **serve** the people of Chesterfield County with integrity and professionalism;
- To **protect** the quality of life, safety, and security of our diverse community through proactive enforcement efforts and effective crime prevention strategies;
- To **lead** the community in solving problems and building partnerships.

Core Values

- **IN**tegrity
- **S**ervice
- **P**rofessionalism
- **I**nnovation
- **R**esponsibility
- **E**xcellence

These values, when combined as an acronym, create our overarching ideal: to **INSPIRE** each other and our department.



CHESTERFIELD COUNTY POLICE DEPARTMENT

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The Chesterfield County Police Department develops a five-year Departmental Performance Plan to address the law enforcement and service needs of the residents of Chesterfield County. The Departmental Performance Plan incorporates the goals and objectives established by Chesterfield County's Strategic Plan. The police department's command staff reviews the goals and objectives in the county's Strategic Plan, and determines the direction the police department must take to meet these goals and objectives.

This document outlines the police department's service efforts, accomplishments, and future challenges. It will assist in developing the Departmental Performance Plan for the future and help county leaders fulfill the county's vision.

An implementation plan included in this document will enhance our ability to provide the highest quality service to the residents of Chesterfield County. This plan includes staffing, equipment, information technology, facilities, programs, and staff development, all of which impact the department's ability to achieve its goals and the goals set forth in the county's Strategic Plan.

Given the growth and changing demographics of Chesterfield County, the police department must respond accordingly. Hence, change is inevitable. By making these changes, we will continue to be a nationally recognized leader among law enforcement agencies in providing a safe and secure community in which to live.

A handwritten signature in black ink, appearing to read "Col Thierry G. Dupuis".

Colonel Thierry G. Dupuis, Chief of Police



Departmental Performance Plan Time Line

July	Division Commanders submit a prioritized list of projected new resources for the FY2018 through FY2022 Departmental Performance Plan (use the attached form) to Bureau Commanders.
July	Bureau Commanders submit a list of projected new resources (use the attached form) to Sr. Administrative Analyst.
July	Administrative Support Bureau Commander submits updated sworn staffing plan to Lt. Colonel for review (copy to Sr. Administrative Analyst).
August	Bureau and Division Commanders submit Accomplishments and Future Challenges to Sr. Administrative Analyst.
August	Bureau and Division Commanders submit performance measure results to Information Services Division.
September	Lt. Colonel, Bureau Commanders, OPS Captain and Finance Unit Chief of Administrative Services meet with Colonel to approve sworn staffing plan, review new resource requests, and establish departmental priority list of these request for FY2018.
October	Bureau and Division Commanders submit justifications for new resource requests to Sr. Administrative Analyst.
January	Police and Animal Services key measures updates (for prior calendar year) are completed by Information Services Division.
January	Draft Departmental Performance Plan reviewed by Bureau and Division Commanders.
February	Draft Departmental Performance Plan reviewed and approved by Colonel and Lt. Colonels.
March	Final FY2018-FY2022 Departmental Performance Plan approved by Colonel, distributed to Command Staff and the Department's Strategic Plan (condensed version DPP) posted on county's website.



Departmental Performance Plan Goals

GOAL 1: To provide effective policing and ensure continued public safety.

GOAL 2: To increase community members' safety and the perception of safety.

GOAL 3: To reduce and control criminal activity.

GOAL 4: To establish, maintain and enhance community partnerships that help ensure a safe community.

GOAL 5: To maximize operational efficiency and deliver excellence in customer service.

GOAL 6: To increase the proportion of crime cleared by arrest.

GOAL 7: To be the law enforcement employer of choice.



Departmental Performance Plan Program Inventory

<p>Police Program 1: Uniform Operations / Patrol Blueprint Chesterfield Goal 2: Safety & Security County Objective: 2.2 Increase safety and perception of safety and 2.3 Reduce incidents that result in injury, death and property damage Department Goal: Goal 1. To provide effective policing and ensure continue public safety Goal 2. To increase community members' safety and the perception of safety Goal 3. To reduce and control criminal activity Goal 4. To establish, maintain and enhance community partnerships that help ensure a safe community.</p>		
<p>Program Description: Provide first response to calls for service, preventative patrols, and enforcement of state laws and county ordinances. Support community policing efforts and provide off-duty officers to businesses in the county.</p>		
<p><u>Types of Performance Measures:</u></p> <p>Number of calls for service and assists</p> <p>Police activities</p> <p>Average response time for priority one calls</p> <p>Number of alcohol related crashes</p> <p>Number of DUI arrests</p> <p>Number of NIBRS incidents reported to State Police</p>	<p><u>Types of customers and description of number served:</u></p> <p>Internal and external</p>	<p><u>Is this service mandated:</u> Yes</p> <p><u>If mandated, by what authority:</u> Federal, State, County</p>



Police Program 2: Criminal Investigations Division

Blueprint Chesterfield Goal 2: Safety & Security

County Objective: 2.2 Increase safety and perception of safety

Department Goal:

Goal 3. To reduce and control criminal activity

Goal 6. To increase the proportion of crime cleared by arrest

Program Description: Investigate major crimes against persons, special victims, and property; this division includes the domestic violence coordinator and forensics.

Types of Performance

Measures:

Number of cases assigned to
Criminal Investigations

Number of cases cleared by
Criminal Investigations

Types of customers and

description of number served:

Internal and external

Is this service mandated:

Yes

If mandated, by what
authority:

Federal, State, County



Police Program 3: Special Investigations Division

Blueprint Chesterfield Goal 2: Safety & Security

County Objective: 2.2 Increase safety and perception of safety

Department Goal:

Goal 3. To reduce and control criminal activity

Goal 6. To increase the proportion of crime cleared by arrest

Program Description: Investigate organized criminal activity, to include narcotics organizations and gangs. Apprehend wanted persons, reduce unexecuted criminal warrants, and extradite wanted persons.

Types of Performance

Measures:

Number of cases assigned to
Special Investigations

Number of cases cleared by
Special Investigations

Types of customers and

description of number served:

Internal and external

Is this service mandated:

Yes

If mandated, by what
authority:

Federal, State, County



Police Program 4: Personnel & Training Division

Blueprint Chesterfield Goal 2: Safety & Security

County Objective: 2.4 Reduce the recurrence of incidents that negatively impact county resources

Department Goal:

Goal 5. To maximize operational efficiency and deliver excellence in customer service

Goal 7. To be the law enforcement employer of choice

Program Description: The Personnel Unit focuses on recruitment, testing, background investigation, and selection of personnel for recommendation for hire; administering the career development program; and processing of all permits and licenses. The Training Unit provides all recruit, in-service, and specialized training (SWAT) and career development education, as well as firearms and vehicle operation training. This division also includes Enon and EVOC facility operations.

Types of Performance

Measures:

Number of applicants for police officer recruit

Number of applicants approved for panel interview

Number of applicants hired

Number of training classes conducted

Number of persons instructed

Number of work hours expended instructing

Types of customers and

description of number served:

Internal and external

Is this service mandated:

Yes

If mandated, by what authority:

Federal, State, County



Police Program 5: Information Services Division

Chesterfield Blueprint Goal 2: Safety & Security

County Objective: 2.4 Reduce the recurrence of incidents that negatively impact county resources

Department Goal:

Goal 5. To maximize operational efficiency and deliver excellence in customer service

Goal 6. To increase the proportion of crime cleared by arrest

Program Description: Manage police records management system and statistical reporting to state police; coordinate information retrieval, crime analysis, and systems support, including mobile data computers and traffic analysis.

<u>Types of Performance Measures:</u>	<u>Types of customers and description of number served:</u>	<u>Is this service mandated:</u> <u>Yes</u>
<p>Number of incoming calls to RMS line</p> <p>Number of calls answered by Records Specialists</p> <p>Number of officers assisted with RMS reporting</p>	<p>Internal and external</p>	<p><u>If mandated, by what authority:</u> Federal, State, County</p>



Police Program 6: Community Services Division

Blueprint Chesterfield Goal 2: Safety & Security

County Objective: 2.1 Enhance community preparedness through prevention

Department Goal:

Goal 2. To increase community members' safety and the perception of safety

Goal 4. To establish, maintain and enhance community partnerships that help ensure a safe community.

Program Description: Provide crime prevention education, Community Academies, Crime Prevention through Environmental Design (CPTED), an apartment safety coordinator, and other services, such as Neighborhood Watch, Project Lifesaver, towing coordinator, and volunteer coordinator. This division also provides community services through the School Resource Officer (SRO) program in middle and high schools, and the Success Through Education and Proactive Policing (STEPP) program in all elementary schools. School crossing guards provide safe passage of students on busy roadways.

Types of Performance

Measures:

Number of crime prevention programs conducted

Number of persons instructed

Number of work hours expended instructing

Types of customers and

description of number served:

Internal and external

Is this service mandated:

Yes

If mandated, by what authority:

Federal, State, County



Police Program 7: Management Services Division

Blueprint Chesterfield Goal 2: Safety & Security

County Objective: 2.1 Enhance community preparedness through prevention

Department Goal:

Goal 4. To establish, maintain and enhance community partnerships that help ensure a safe community.

Goal 5. To maximize operational efficiency and deliver excellence in customer service

Program Description: Assists with operational preparedness, homeland security, and emergency management programs, as well as the Crime Solvers program, public information, and drug court officers. Provides logistical support and maintains custodial care of property and evidence in the possession of the police department. Develops and maintains inventory accountability for the handling of property and evidence, as well as the procurement and administration of issued departmental uniforms, equipment, and supplies.

Types of Performance

Measures:

Number of drug tests performed

Number of evidence transactions

Types of customers and

description of number served:

Internal and external

Is this service mandated:

Yes

If mandated, by what authority:

Federal, State, County



Police Program 8: Office of the Chief – Office of Professional Standards, Finance, and replacement vehicle programs
 Blueprint Chesterfield Goal 2: Safety & Security
 County Objective: 2.4 Reduce the recurrence of incidents that negatively impact county resources
 Department Goal:
 Goal 2. To increase community members' safety and the perception of safety
 Goal 5. To maximize operational efficiency and deliver excellence in customer service

Program Description: Provides overall planning, development, and direction for police services. Provides independent internal inspection service for the chief of police and members of management through the Office of Professional Standards. Provides fiscal control of the department operating budget, asset forfeiture funds, and grant funds, and manages department time accounting function and administration of the county's false alarm ordinance. Manages department vehicle replacement program for sworn positions in patrol and investigations.

Types of Performance Measures:

Budget

Percent change in cost per capita

Number of false alarm calls

Types of customers and description of number served:

Internal and external

Is this service mandated:
Yes

If mandated, by what authority:
Federal, State, County



Animal Services Program: Enforcement and Animal Shelter

Blueprint Chesterfield Goal 2: Safety & Security

County Objective: 2.2 Increase safety and perception of safety

Animal Services Unit Priority:

Priority 1. Ensure that personnel continue to enforce state laws and county ordinances as they pertain to domestic animals

Priority 2. Maximize the number of live exits and continue to provide care and housing for animals remaining.

Priority 3. Maintain and provide up-to-date equipment and technology to improve efficiencies in services provided.

Program Description: Enforce state laws and county ordinances as they apply to domestic animals by responding to calls for service by residents. Provide care and housing of animals, maintenance of kennels, and administrative duties. Facilitate the return of animals to owners and the adoption of unwanted animals; promote responsible pet ownership.

Types of Performance

Measures:

Number of animals housed at shelter

Number of animals adopted

Number of animals returned to owner

Number of community member contacts (calls, walk-ins, and emails)

Number of volunteer hours

Number of adoption events

Types of customers and

description of number served:

Internal and external

Is this service mandated:

Yes

If mandated, by what authority:

Federal, State, County



Departmental Performance Plan Providing Quality Service

Over the years, the police department has adopted philosophies in line with the county's goal of providing a "First Choice Community" to its residents. The police department has the responsibility to provide Chesterfield County residents a safe and secure community in which to live by responding to 100 percent of calls for service, investigating crime, apprehending criminals, and providing traffic enforcement and drug education. The police department provides innovative, effective police service by engaging in partnerships with the residents of Chesterfield County.

Chesterfield Clearance Rate vs. National Clearance Rate

<u>Selected Incidents</u>	<u>2015 National Clearance Rate</u>	<u>2015 Chesterfield Clearance Rate</u>	<u>2016 Chesterfield Clearance Rate</u>
Arson	19.2%	46.0%	34.0%
Assault	49.6%	81.4%	77.6%
Burglary/B&E	11.3%	19.4%	23.1%
Homicide*	52.4%	80.0%	87.5%
Larceny/Theft	21.2%	33.7%	33.3%
Motor Vehicle Theft	12.7%	42.6%	30.7%
Sex - Forcible	28.4%	59.4%	65.2%
Robbery	25.1%	48.3%	38.2%

Source: National NIBRS clearance rate for
2015 is the most current available

* Includes all Homicide Offenses



Workload Indicators

	CY2012	CY2013	CY2014	CY2015	CY2016
Calls for Service & Assists	189,023	187,786	191,027	192,205	201,688
Police Activities	481,706	480,383	463,139	439,278	413,714

Source: Police Key Measures dated 02/27/2017

Ratio of officers to population

	CY2012	CY2013	CY2014	CY2015	CY2016
Chesterfield County Population*	319,000	323,000	328,000	332,000	337,000
Figures based on authorized funding levels:	June 2012	June 2013	June 2014	June 2015	June 2016
# of sworn officers	512	512	517	528	531
Ratio of officers per 1,000 population -	1.61	1.59	1.58	1.59	1.58

*Annual population estimates provided by County Planning Department. Police Key Measures dated 02/27/2017

\$ Cost per capita (*all figures adopted budget except FY2018 – proposed figure)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018*
Police Operating Budget	\$55,772,900	\$56,960,100	\$59,391,700	\$60,364,000	\$61,373,300	\$60,553,500
Chesterfield Cost Per Capita	\$172.67	\$173.66	\$178.89	\$179.12	\$180.51	\$175.51

*Calculations based on population estimates provided by County Planning annually. Police Key Measures dated 02/27/2017

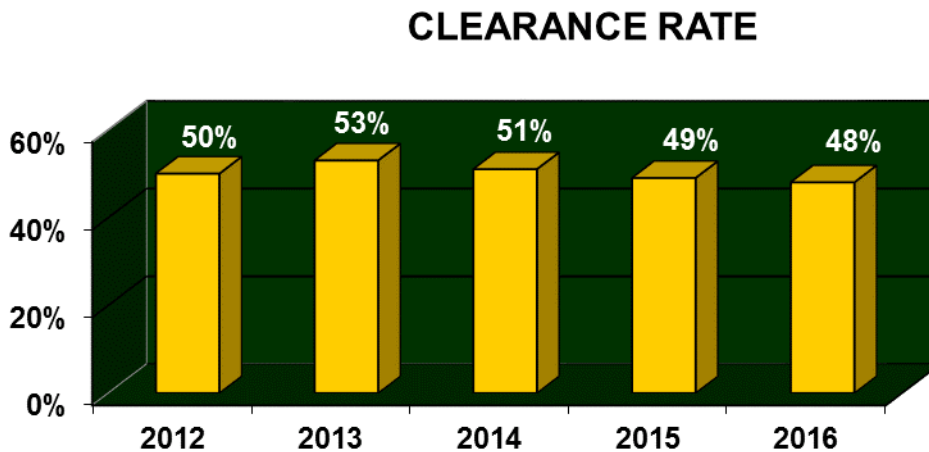


Departmental Performance Plan Providing Quality Service

In Blueprint Chesterfield, the county's safety & security goal is defined as: "Partner with residents to provide a safe and secure community through prevention, readiness, and professional response." Our philosophy is to provide tough, not oppressive, law enforcement. The police department provides strict traffic enforcement and has a solid reputation for fighting crime. Serving the residents of Chesterfield County with high police visibility produces more law enforcement and decreases crime. This reputation evolved from department personnel working as a team to create winning strategies and striving to make things happen. Through innovative strategies, Chesterfield County Police Department employees work together to maintain a good clearance rate, incident rate, and response time average, and to provide top-grade equipment and training to our personnel. The following charts depict the department's effective law enforcement in meeting the county's goals and objectives.

Clearance Rate:

Target - 50%



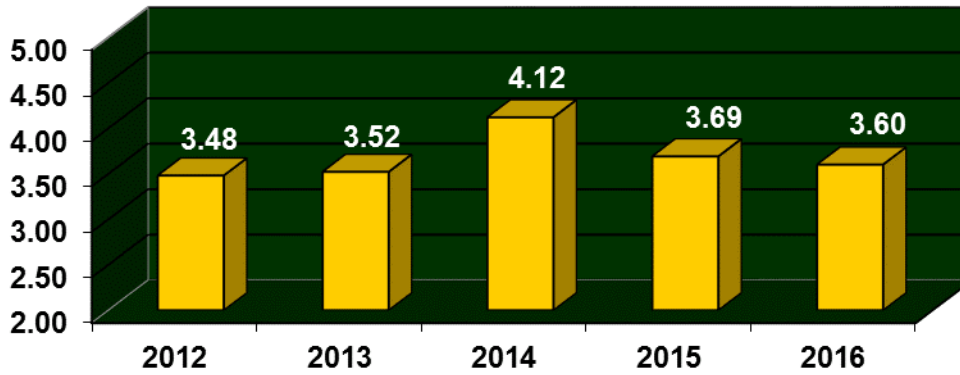
Calendar year figures

Source: Police Key Measures February 2017

Response Time:

Target - less than 3 minutes

RESPONSE TIME (Priority 1 Calls)



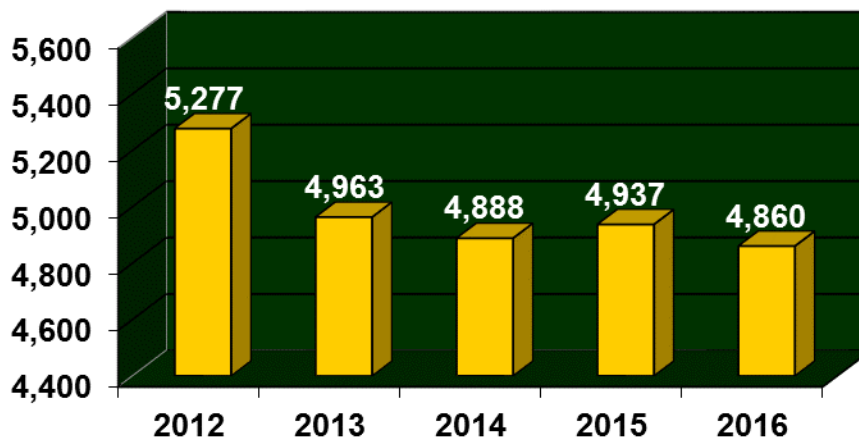
Calendar year figures

Source: Police Key Measures February 2017

Incident Rate:

Target – less than 6,000 per 100,000 residents

INCIDENT RATE



Calendar year figures

Source: Police Key Measures February 2017

Highlights and Accomplishments - Continued

Office of the Chief of Police

Finance Unit:

The initial phases of Telestaff, the department's new payroll and scheduling system, were implemented in October 2015. The department's implementation team included Finance Unit and Information Systems Technology staff members who met with various division commanders, supervisors, support personnel, and the off-duty employment coordinator. The team worked with payroll and accounting department staff members to develop a new system that links Telestaff to the county payroll system. In addition, Internal Audit completed a system review prior to implementation. The final report, entitled "Police Telestaff Special Project," was positive and contained few recommendations. Telestaff Administrator Amy Knight was critical to the success of the project. She worked directly with supervisors and division commanders regarding the scheduling portion of the system.

The mainframe migration project with the county's IST department was completed in February 2016. This project transitioned the department's mainframe alarm tracking system into a new platform called Microfocus. The project included review and testing of transactions in both systems for approximately 18 months. The alarm tracking and parking ticket systems were two of the first systems successfully transitioned during this countywide project.

The Finance Unit created and delivered an updated "Budget Overview" session for command staff, lieutenants, and sergeants that included: budget items, procurement, and strategic planning information. Two separate sessions were delivered in May and June 2016.

The unit also worked with the department's budget analyst on various aspects of the county's budget process, including the continued implementation of the Program Services Inventory (PSI), a program aimed at identifying the cost of services, and the integration of new budget presentation guidelines.

Office of Professional Standards:

The Office of Professional Standards (OPS) completed 33 audits and inspections of all areas of the department during this period. These audits ranged from random PMDC audits to unannounced Property and Evidence audits. These audits and inspections resulted in confirmation of adherence to policy and procedure, as well as recommendations for improvement.

In August 2015, the department successfully completed the reassessment process and was awarded its fifth accreditation by the Virginia Law Enforcement Professional Standards Commission (VLEPSC). This achievement marked 17 years of accreditation by the VLEPSC.

Highlights and Accomplishments - Continued

The office released the department's policy manual through PowerDMS. PowerDMS allows for easier and more timely management of the policy manual, as well as greater accountability.

The department expanded its use of BlueTeam, a web-based application, to track department member motor vehicle crashes. This process improvement expedites the entire incident review process from submission, to the accident review board, to OPS, and to the chain of command.

The office moved back to police headquarters from an off-site location. This move enabled more personal interaction between OPS personnel and other department members.

The department earned accreditation through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). In achieving this internationally recognized accreditation, the department developed comprehensive and uniform policies and demonstrated compliance with best practices in 189 CALEA standards, which include service delivery, crime prevention, personnel practices and more. Accreditation is for four years, during which time the department will submit annual reports demonstrating continued compliance with the standards under which it was initially accredited.

Uniform Operations Bureau

Since Jan. 1, 2016, officers have had the option to issue written warnings in lieu of summonses for many traffic violations. The written warnings not only demonstrate enforcement of traffic laws and encourage voluntary compliance with those laws, but may also leave community members with a favorable impression of the police department.

Community Policing Officers have made considerable efforts to build community relationships through positive, non-enforcement activities. Examples include: police department sporting events, such as fundraisers for the Children's Hospital Foundation; sporting events at middle and elementary schools creating positive contacts with young people; and establishing relationships with group homes for at-risk youth in the community.

To better serve and interact with members of our diverse community, Community Policing Officers planned a number of community walks in select neighborhoods throughout the county. Personnel from Community Policing, Uniform Operations, School Safety, Criminal Investigations, and Command Staff, and members of the Board of Supervisors were involved. Personnel went door-to-door handing out informational materials and listening to concerns from community members.

Highlights and Accomplishments – Continued

To provide a more standard approach to communicating departmental expectations and measuring officer performance, a committee worked to identify and organize measures for employee development. The effort resulted in a new evaluation system based on our core values, a tool for supervisor assessment, and a questionnaire for officers to provide a quarterly self-assessment.

In FY2016, the department created a Lesbian, Gay, Bisexual, Transgender (LGBT) liaison position. This officer works to build and strengthen mutual trust between the LGBT community and the department.

Investigations Bureau

Criminal Investigations Division:

During the early morning hours of Aug. 7, 2015, suspects entered Southern Police Equipment through a second-story window. Once inside, the suspects stole 32 weapons. Detectives, working in coordination with agents from the Bureau of Alcohol, Tobacco, Firearms and Explosives, quickly located surveillance video from inside the business that pictured two male suspects. Surveillance video from neighboring businesses captured three co-conspirators and a getaway vehicle. After Crime Solvers ran photos of the male suspects, a tip was received that pointed to a group from the Newport News, Va., area. After further investigation, two search warrants were obtained in Newport News. The five suspects were apprehended after the Newport News Police SWAT team served the warrants. Further investigation revealed these suspects were members of a local gang, and likely still had the stolen weapons stored at a house in Hampton, Va. A third search warrant was executed; additional weapons were recovered and more arrests were made by local and federal law enforcement in that area. As a result of the coordinated response to this burglary, these suspects were taken off the street in less than a week and are now facing federal prison terms.

Leyla Namiranian, an Altria executive and Chesterfield resident, was reported missing by coworkers when she failed to arrive at work on April 5, 2012. Police responded to her residence and found no evidence of foul play; Leyla was simply not home. Upon closer analysis of the scene, and after multiple failed efforts to contact Leyla, police investigated her disappearance as suspicious. In an effort to find her, detectives began the complicated task of learning Leyla's lifestyle — her habits, likes, dislikes, wants, and needs. During this process they discovered Michael Edwards, an ex-boyfriend of Leyla's who was known to have an explosive temper and an obsessive personality. Detectives zeroed in on Edwards and started to find circumstances that suggested he played a sinister role in Leyla's disappearance. The case eventually stalled, however, with little physical evidence and no new leads. In February 2015, the police department created a team of detectives specifically to resolve previously unsolved cases. The Unsolved/Major Investigations Group, which includes a prosecutor and a crime analyst, revisited the case of Leyla Namiranian. During a complicated investigation that was largely circumstantial and included technical cellular evidence, the group ultimately established that Leyla Namiranian was dead and Michael Edwards killed her. Michael Edwards was indicted for the murder of Leyla Namiranian in September 2015, and

Highlights and Accomplishments – Continued

found guilty in April 2016. He was convicted of second degree murder and sentenced to 30 years in prison. Leyla Namiranian's remains have never been found. This was the first time a "no-body" homicide had been charged or convicted in the history of Chesterfield County.

On March 5, 2015, Wilbur Higgs was shot 16 times and killed in the parking lot outside his apartment on Castlewood Road in Chesterfield County. Witnesses said the suspect had been waiting in the parking lot prior to Higgs coming out of his apartment. After the shooting, the suspect fled the scene in a dark-colored Infiniti. During the investigation, detectives used a variety of tactics and resources to gather evidence that unquestionably demonstrated Correy "Cool C" Davis murdered Wilbur Higgs. While gathering the facts and circumstances that lead to this conclusion, detectives discovered that Higgs had been killed in retaliation for a robbery he had committed against Correy Davis in the preceding months. This trail of evidence also exposed Davis as being a principle organizer of a Richmond street gang known as "1800 Idlewood." This shifted the dynamics of the investigation, because this gang, and its members, were responsible for numerous shootings, murders, robberies, and drug sales in and around the Richmond Metro area. It became the goal of these detectives to, in addition to solving the Higgs murder, dismantle as much of the "1800 Idlewood" gang as possible. Through the use of controlled drug buys, search warrants, and related arrests, the effort succeeded. On May 27, 2015, the Chesterfield Police Department, in cooperation with Richmond Police, Henrico Police and the Drug Enforcement Administration, executed five search warrants relating to this investigation. A total of 1.2 kilograms of heroin, \$140,000 in cash, nine firearms and six vehicles were seized. Five people were arrested on numerous felony drug and conspiracy charges. The suspects pleaded guilty later in the year. In April 2016, the United States Attorney's Office for the Eastern District of Virginia recognized several of our detectives for their collaborative work to bring to justice the members of this violent street gang.

On Monday, Jan. 11, 2016, at about 10:30 p.m., patrol officers responded to the Marketplace on Walmsley Boulevard for a suspicious call. A customer had entered the store and found 55-year-old Harshad Patel unresponsive on the floor of the business. Patel was transported to an area hospital, where he later died. On the way to the hospital, rescue personnel discovered a bullet wound in Patel's upper right arm. Upon reviewing surveillance footage from the store, it was determined that Patel was shot during the commission of a robbery at the store. Upon releasing photos of the suspects to the media, community members and several patrol officers recognized 18-year-old Thomas Jennings as one of the people involved. Detectives worked tirelessly to identify the other suspects. Detectives ultimately determined that Trayvon Wilhite shot Patel. Wilhite pleaded guilty to charges stemming from this incident. Jennings and a younger sibling of Wilhite are currently awaiting trial on charges related to the incident.

In February 2016, an investigative group composed of members of CID and UOB was formed to combat the increased number of larceny offenses committed by drug users trying to support a drug addiction. The mission of this group is to enhance existing or create new working relationships with community members and businesses to identify

Highlights and Accomplishments – Continued

and arrest people involved in these thefts. This group also works with community partners and internal department components to drive a unified theft prevention message. To date, this group has investigated more than 219 cases, cleared 139 cases, arrested 54 suspects on 173 charges, produced a 63.74 percent clearance rate, and recovered stolen goods worth over \$30,000 dollars.

Special Investigations Division:

In October 2015, while on a burglary surveillance in the Falling Creek subdivision, Covert Operations personnel observed a suspicious vehicle and watched its occupants commit a burglary. These two suspects were responsible for multiple home burglaries in the Falling Creek subdivision. The arrest of these suspects, Christina Blackburn and Billy Newman, cleared 14 additional burglary cases.

The Vice and Narcotics Unit has focused on heroin reduction, arresting several major heroin dealers who are responsible for multiple heroin overdoses in the Richmond Metro area. After conducting multiple search warrants in Chesterfield and other area jurisdictions, two heroin traffickers were taken into custody without incident and charged with possession with intent to distribute heroin. About 2.3 kilos of heroin, which has a street value of approximately \$575,000, was seized, along with 7 ounces of cocaine, four guns, and approximately \$220,000 in cash. This investigation is ongoing and should lead to further arrests and seizures.

The Vice and Narcotics Unit/SET heroin reduction task force had a major impact on enforcement and intelligence gathering. This collaboration contributed to: the execution of 45 search warrants; 13 controlled heroin buys; the arrests of 15 heroin dealers; and the identification of 18 other heroin dealers. These investigations led to the seizure of \$109,893 in currency, 130 pounds of marijuana, 150 grams of cocaine, 119 grams of heroin, 15 firearms, seven vehicles, and numerous other illegal opioids. This partnership took many violent offenders with previous convictions off the street, making our community safer. From February 29, 2016, to May 29, 2016, 76 people were arrested on a total of 180 charges.

Since July 2015, the Vice and Narcotics Unit has applied for and obtained approximately 180 search warrants as part of its investigation of a cocaine trafficking organization. The search warrants were for live cellular phone tracking, cell site locations, phone records, text messages, vehicle tracking, and social media records. Detective N. Necolettos obtained 14 residential search warrants, the execution of which resulted in the recovery of cocaine, marijuana, over \$189,000 in drug proceeds, 11 firearms, three vehicles and a four-wheeler valued at approximately \$55,250. One of the vehicles contained an electric hydraulic trap utilized to transport and conceal kilogram quantities of cocaine from Florida to Virginia.

The Vice and Narcotics Unit has also been working on reducing human trafficking by continuing its partnership with the Federal Bureau of Investigation's Child Exploitation Task Force. Detective S. Duquette and other task force members have liberated

Highlights and Accomplishments – Continued

juveniles who could not protect themselves and were put into sex trafficking. Their efforts have led to 31 arrests during this period. This partnership has also led to quarterly prostitution stings in the Richmond Metro area, which reduce the use of Chesterfield County for illegal practices.

Administrative Support Bureau

Personnel & Training Division:

The Personnel Unit processed 4,611 applications for employment, tested 526 police recruit applicants and completed 105 background investigations. The department hired 77 new full-time employees this year. The Personnel Unit also completed 860 background investigations for county permit applications and 1,767 background investigations for county recreational coaches. The unit also hosted or participated in 161 recruitment events.

The Personnel and Training units worked in conjunction to hire and train 23 police recruits during this fiscal year. This involves the extensive application and testing process, the background investigation process, a 32-week training academy, and field training. These processes involve extensive participation and cooperation between both units in the division.

The Personnel Unit renewed its commitment to diversity in hiring and achieving a police department that is reflective of our community. The Personnel Unit revised the Recruitment Strategic Plan for Diversity and Ethical Hiring, and has re-envisioned the department's long term recruiting strategy. This allows us to continue to further Chesterfield County's Strategic Goal 1:4 which is to attract, develop, and retain a diverse, high performing workforce.

Incumbent officer training during this fiscal year addressed, in part, the issue of Disproportionate Minority Contact. This topic expanded officer understanding of the importance of strong relationship building in our diverse community. This training allowed us to further Chesterfield County Strategic Goal 1.2, to require the highest standards of professionalism, ethics, and integrity.

The Training Unit has remained committed to establishing regional training partnerships to further interagency cooperation. As a result, our partner use of the Enon Driving facility has increased. Henrico Police, Capitol Police, and Crater Academy currently use the facility.

Information Services Division

In October 2015, Telestaff was tested, audited, and approved for cutover as the official time accounting and personnel staffing system of the police department. This cutover to full production was the culmination of a multi-year project involving input from throughout the department, as well as County Payroll and Internal Audit. This system

Highlights and Accomplishments – Continued

allowed for a modern and efficient electronic replacement of the over 40 separate spreadsheet schedules in the department. This system also has an automated time accounting system that feeds timesheet and leave data directly to County Payroll for processing.

The Systems Support Unit worked closely with VideOversight, a private vendor, to install and configure the networked video surveillance systems for the seven interview and interrogation rooms at the renovated police headquarters building. Investigative personnel moved back into the building at the end of 2015 and began using the state-of-the-art video system immediately. The new system allows for electronic filing and sharing of videos, and significantly upgraded evidence quality.

The Information Services Division coordinated and led the police department through a full Information Technology CJIS audit by the FBI, achieving a full 100% compliance rating. This audit consisted of an on-site visit by FBI auditors and months of pre-planning with County IST personnel.

The division also successfully acquired, configured, and deployed LeadsOnline software to all investigative personnel and analysts in the department. This was a regional procurement involving Chesterfield, Henrico, and Richmond. The program allowed for the replacement of an outdated pawn tracking system that Richmond administered and allowed our department to use. LeadsOnline became the mandated reporting software for all pawn and precious metal dealers in the region.

The division also successfully acquired, configured, and deployed Accurint Virtual Crime Center software for crime analysts. This program includes all RMS and CAD data, and allows for advanced mapping, filtering, and analysis of that data on a regional basis. Richmond and Petersburg police already use the program, and this allows us to share the same data back and forth without jurisdictional boundaries. In the next year, additional offender and crash modules will be built and deployed in the system, and all sworn personnel will be trained and given an online account to the system.

Operational Support Bureau

Management Services Division:

Social media has been used to reach a large population in select areas for recruiting. We have “boosted” posts on Facebook at least twice during the timeframe reaching well over 100,000 people.

The Police Facebook account has surpassed 10,000 “likes” and continues to be a very successful platform for reaching out to the public with creative and informative messages.

A successful in-service training and large scale training exercise was held at Chesterfield Towne Center utilizing police and Fire and EMS resources for active shooter situations. Rescue Task Forces were deployed during the training.

Highlights and Accomplishments - Continued

Crime Solvers received a large sponsorship that has increased the number of times the Crime of the Week and other public service announcements have been run on the Comcast cable TV network. The webpage and Facebook page have also helped market the Crime Solvers program. Crime Solvers fundraising events have brought in a substantial amount of funding for the program.

The Property and Evidence Unit maintains a 100 percent compliance and audit rate for all unit transactions. A Property and Evidence Committee was formed to formulate strategies to reduce the growing number of items on hand in the Property and Evidence building. The committee successfully developed different strategies. One strategy is a guideline sheet for officers and detectives to use when evaluating the need for property and evidence items to be retained, disposed of, or returned to the owner.

Animal Services

The Chesterfield County Board of Supervisors voted to proceed with the process to select an Architectural/Engineering company to design and construct a new animal shelter for Chesterfield County. The first phase of the project should be completed by fall 2016.

The Chesterfield County Police Department's Animal Services' shelter was awarded a Maddie's Pet Adoption Days Special Grant for \$18,750. The funding will be used for spay/neuter services, equipment and materials that are needed for adoptions, and advertising services for the shelter.

The Animal Services Unit continues to partner with the Chesterfield County Humane Society to help residents. The Humane Society provides funding for the placement of microchips in all dogs that are adopted from the shelter, and is providing sponsorships from residents in the county to provide a no-fee adoption on dogs and cats that need promotions to help them find a home. In addition, they are promoting the Free Ride Home program by selling tags to county residents so Animal Services officers can return the dogs or cats to their rightful owners instead of taking them to the shelter. The humane society continues to fund the Food for Paws program, which has reduced the number of dogs and cats entering the shelter.

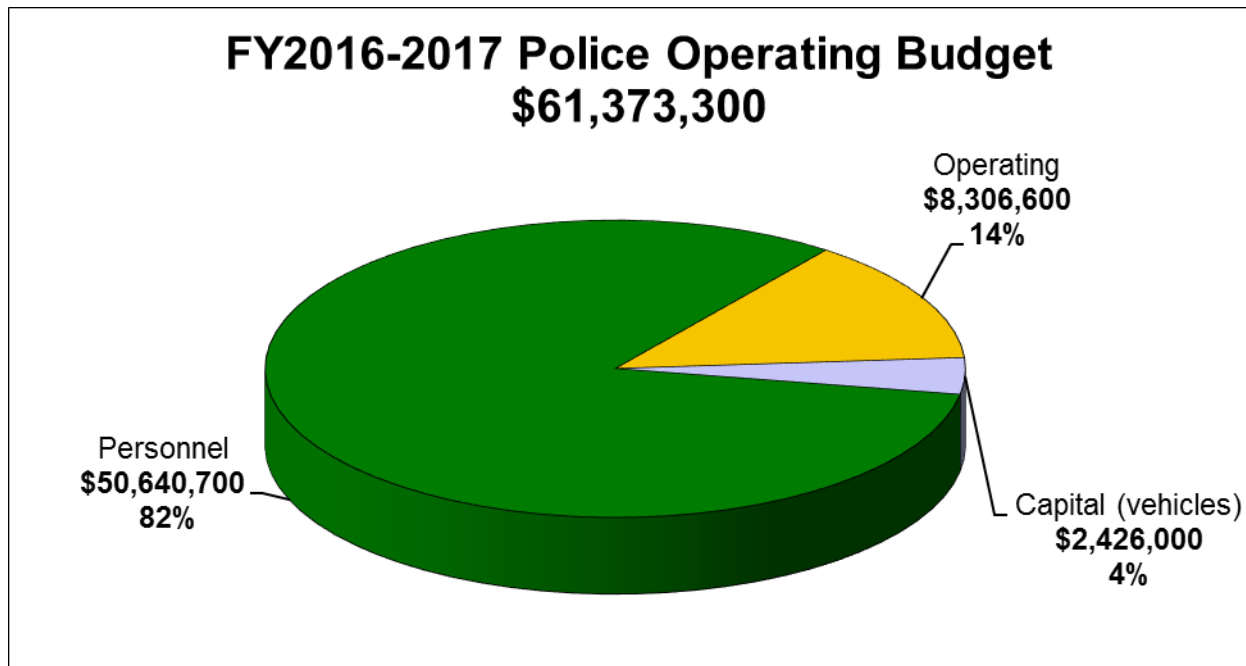


Departmental Performance Plan Budget Analysis

The 2016 Citizen Satisfaction Survey for Chesterfield County showed that 93 percent of residents feel safe in their neighborhoods and 81 percent say the overall public safety services are good to excellent.

The police department continues to have good fiscal policy and strives to operate efficiently and economically within its allocated budget. That being said, it is only through additional funding that major issues can be adequately addressed and the department's objectives achieved. The FY2016-2017 adopted budget included funds for career development, four new patrol officer positions and a 2 percent merit increase for all eligible employees.

In keeping with Chesterfield County's vision to be a recognized leader in local government across the commonwealth, the police department continues to be one of the most efficient and productive law enforcement agencies in the state.





Departmental Performance Plan Benchmarking

The police department continues to improve performance by identifying and applying best demonstrated practices within law enforcement. One of the methods used by the department to measure performance is benchmarking. The following charts show the comparisons among Virginia localities with similar population and size.

Locality Comparison Chart:

County	Population*	Incident Rate Per 100,000 Residents*	Total Incidents*	Total Sworn (FY2017 Authorized)**
Chesapeake	238,283	5862	13970	392
Henrico	320,717	5018	16096	646
Prince William	434,754	3353	14580	660
Chesterfield	333,450	4936	16461	535

*Population and Incident rate data obtained from Virginia State Police Crime in Virginia Report 2015

**FY2017 Authorized position count obtained from each jurisdiction's official website most recent budget or planning documents.

Cost per Capita Comparison Chart:

County	FY2017 Budget	Cost per capita
Chesapeake	\$52,993,730	\$224.04
Henrico	\$71,224,496	\$216.34
Prince William	\$95,751,603	\$210.86
Chesterfield	\$61,373,300	\$180.64

Source: Police Information Services Division, Police Information & Analysis Coordinator, 3/9/17

Most recent published estimates as of report production date. Data obtained from each jurisdiction's official website.



Departmental Performance Plan Future Outlook and Analysis

How may department programs & objectives change over time to better align with the county's strategic plan goals, given the future outlook?

Throughout the year, the police department continued to align its many programs and initiatives to meet both its goals and the county's strategic goals. Each year, the chief of police, deputy chiefs, and bureau commanders work with the Finance Unit to complete the Departmental Performance Plan. The plan includes department goals, statistics and workload indicators, highlights and accomplishments, and future challenges. Each year, new resource requests are identified, prioritized, and submitted for review and approval through the planning process.

How is the department addressing and/or planning to address unfunded needs, critical issues, changes in legislation, or other future financial considerations?

The Finance Unit works closely with the chief of police, deputy chiefs, and command staff to identify and monitor unfunded needs. A review of all line-item expenditures is completed annually and any budget savings are identified, and, if appropriate, a reallocation of funds within the police department target is completed at that time. The department continually reviews current-year expenditures against budget figures, as well as reviews all aspects of police operations, ensuring that it is attempting to address future challenges. The department is committed to maintaining its high standard of quality, responsiveness, and essential services to the community.



Departmental Performance Plan Future Challenges

In the coming years, the police department will face several major challenges that will affect its ability to provide quality service. This Departmental Performance Plan addresses strategies for coping with the affects these issues will have on the police department and the service it provides.

Future Challenges - Police Department

1. Employee compensation
2. Maintaining adequate staffing levels to meet increased demands for service
3. Employee hiring and retention
4. Maintaining the department's high level of fiscal responsibility with ongoing demands for budget reductions
5. Vehicle traffic and traffic-related problems
6. Serving multi-lingual communities
7. Maintaining adequate and proper deployment of resources for county and student population growth
8. Maintaining the department's Body Worn Camera Program
9. Opioid and heroin epidemic



Departmental Performance Plan Future Challenges

Future Challenges - Animal Services

1. Ability to provide medical treatment, cleaning supplies, and food for the growing number of animals being brought in due to the philosophy of no euthanization of healthy animals
2. Maintaining adequate staffing levels to meet increased demands for service
3. Maintaining a proactive and educational approach with local organizations and the public community on the Trap-Neuter-Return Campaign that is focused on feral cats.